

From: "Blair Taylor" <btaylor@memphistomorrow.org>
To: "Adams, Ben C." <badams@bakerdonelson.com>
"William Gibbons \(\wgibbons\)" <wgibbons@memphis.edu>
Date: 9/26/2017 3:05:17 PM
Subject: RE: Allocation of Resources to Gang Problem

So I've been talking to Doug about an overall performance dashboard, which he's developing. (I think I sent you guys an email about this a couple of weeks ago).

These are the areas for which I've requested progress checkpoints and metrics. Please let me know if you think of any others, or would like to add specifics to the categories I've already included. I'm working with Doug, Alex and now Doug's going to bring Don Crowe into the mix. Once we have something initial hammered out, then we'll engage you two and Rallings.

Ray Kelly Report

- Data-driven officer deployment (and better use of trac meetings a la NYPD)
 - What metrics can be used so that we know officer deployment is data-driven? Is there
- More officers to gang unit/Group violence intervention initiative
 - The first part is easy to measure but we need to establish a goal/timeline. The GVI needs its own set of metrics which will include but not be limited to MPD's performance objectives for the program.
- 0-based staffing assessment
 - This is initially just a timeline and steps for getting this done which in my mind include: 1) determining core police functions (is there anything we're doing now that we're not going to do in the future or that we'd like to get rid of?), 2) retaining a firm to do the staffing analysis (maybe just a person and not a firm? What about Janikowski?), 3) executing the assessment itself which should also include an implementation timeline.

MPD Recruit Retain Initiative

Officer recruitment

1. # of total officers and # of PSTs against the 2017, 2018, 2019 goals for each;
2. # and dates of classes for officers and PSTs (with targeted number of recruits and graduation yield goal for each class) for 2017, 18 and 19
3. Recruitment source diversification goals: specific goals on new recruiting sources and number of recruits targeted from each new source; and then include progress against these goals.

Officer retention

1. Officer and PST attrition -annual goals against actual
2. Retention bonus participation rate (total uptake from among eligible candidates) annual goals against actual
3. Bonus participants attrition rate vs non participant eligible candidates vs total population of officers annual goals against actual

Force multiplier

1. # of PSTs handling traffic -annual goals and actual
2. Percentage of traffic duty hours handled by PSTs vs sworn officers- annual goals and actual
3. # of sworn officer hours redeployed from traffic to other MPD duties -annual goals and actual

Blair Taylor
President
Memphis Tomorrow
22 North Front Street, Suite 670

Memphis, TN 38103
Office: 901.322.8080
btaylor@memphistomorrow.org

From: Adams, Ben C. [mailto:badams@bakerdonelson.com]
Sent: Tuesday, September 26, 2017 1:01 PM
To: William Gibbons (wgibbons) <wgibbons@memphis.edu>
Cc: Blair Taylor <btaylor@memphistomorrow.org>
Subject: Re: Allocation of Resources to Gang Problem

Ok. Talk later. How about manpower analysis? Any word on that? Thx

Ben C. Adams, Jr.

Chairman and Chief Executive Officer
Baker, Donelson, Bearman, Caldwell & Berkowitz, PC
[165 Madison Avenue](#)
[Suite 2000](#)
[Memphis, Tennessee 38103](#)
Phone [\(901\) 577-2307](#)
Fax [\(901\) 577-0714](#)
badams@bakerdonelson.com
www.bakerdonelson.com

Baker, Donelson, Bearman, Caldwell & Berkowitz, PC represents clients across the U.S. and abroad from offices in Alabama, Florida, Georgia, Louisiana, Maryland, Mississippi, South Carolina, Tennessee, Texas, Virginia and Washington, D.C.

Baker Donelson - One of FORTUNE Magazine's "100 Best Companies to Work For®" for Eight Years in a Row!

On Sep 26, 2017, at 12:35 PM, William Gibbons (wgibbons) <wgibbons@memphis.edu> wrote:

Ben,

I met with Chief Crowe yesterday. Basically, there has no real movement yet on reallocating resources to the gang problem. Frustrating !

I can explain their "rationale," preferably by phone or in person.

He does expect movement on this next year and agrees that we should develop a clear 2018 Milestone or Benchmark on this as part of the OSC plan.

Bill Gibbons

Executive Director
Public Safety Institute



The University of Memphis

317 Robison Hall
Memphis, TN 38152

901.385-4232 | memphis.edu

Under requirements imposed by the IRS, we inform you that, if any advice concerning one or more U.S. federal tax issues is contained in this communication (including in any attachments and, if this communication is by email, then in any part of the same series of emails), such advice was not intended or written by the sender or by Baker, Donelson, Bearman, Caldwell & Berkowitz, PC to be used, and cannot be used, for the purpose of (1) avoiding penalties under the Internal Revenue Code or (2) promoting, marketing or recommending to another party any transaction or tax-related matter addressed herein.

This electronic mail transmission may constitute an attorney-client communication that is privileged at law. It is not intended for transmission to, or receipt by, any unauthorized persons. If you have received this electronic mail transmission in error, please delete it from your system without copying it, and notify the sender by reply e-mail, so that our address record can be corrected.

-SSSSSS